COMMUNITY PREPAREDNESS AND PARTICIPATION

Capability Definition

The Community Preparedness and Participation capability provides that everyone in America is fully aware, trained, and practiced on how to prevent, protect/mitigate, prepare for, and respond to all threats and hazards. This requires a role for citizens in personal preparedness, exercises, ongoing volunteer programs, and surge capacity response. Specific capabilities for UNIVERSAL preparedness, including knowledge of all-hazards (technological, natural, and terrorist incidents) and related protective measures, skills, and supplies, will be determined through a collaborative process with emergency responders.

Outcome

There is a structure and a process for ongoing collaboration between government and nongovernmental resources at all levels; volunteers and nongovernmental resources are incorporated in plans and exercises; the public is educated and trained in the four mission areas of preparedness; citizens participate in volunteer programs and provide surge capacity support; nongovernmental resources are managed effectively in disasters; and there is a process to evaluate progress.

Relationship to National Response Plan Emergency Support Function (ESF)/Annex

This capability should play a role in ESFs and Annexes at the Federal, State, tribal, and local levels.

Preparedness Tasks and Measures/Metrics

Activity: Establish Collaborative Structure and Process for Government and Non-Governmental Entities at All Levels

Definition: Develop an organizational entity with member representation from emergency responder disciplines, elected officials, voluntary organizations, civic organizations, faith-based organizations, special needs advocacy groups, private sector, neighborhood associations, educational institutions, and critical infrastructure.

Critical Tasks		
ComF 1.1.1	Establish leadership support at the national, State, tribal, and local levels for Citizen Corps Councils	
ComF 1.2	Establish and maintain Citizen Corps Councils at all levels of government: Federal, State, tribal, local	
ComF 1.2.2	Establish a strategic plan for the Citizen Corps Council's jurisdiction to engage all residents in preparedness, training, drills/exercises, and volunteer support taking into account the jurisdiction's potential threats, critical infrastructure, population density, and population composition	
ComF 1.3	Develop all-hazards preparedness requirements and a process to sustain citizen capabilities	
ComF 1.2.3	Implement a process to count and assess membership of Citizen Corps Councils	

Preparedness Measures	Metrics
Number of local Citizen Corps Councils nationwide	2500
Percent of total U.S. population served by a Citizen Corps Council	99%
Membership of Citizen Corps Council includes representatives from government, emergency management officials, civic organizations, faith-based organizations, special needs advocacy groups, private sector, critical infrastructure, education, and neighborhood associations	Yes/No
Strategic plan to engage all residents in preparedness, training, drills/exercises, and volunteer support is in place	Yes/No
Local Citizen Corps Councils coordinate with State level Citizen Corps Councils	Yes/No

Activity: Integrate Public Outreach and Non-Governmental Resources into Emergency Operations Plans and Exercises

Definition: Include sufficient planning for alerts and public warnings, emergency public education and information, evacuation, mass care, health and medical services, non-governmental volunteer and donations resource management, and establish clear roles and protocols for volunteers for all ESFs and Annexes. Evaluate plans through exercises that include non-governmental entities, volunteer operations, and the general public.

Critical Tasks		
ComF 2.1	Integrate citizen participation in the planning process at all levels	
ComF 2.1.1	Incorporate, in all plans, procedures, and protocols (including outreach, training and exercises, and volunteer opportunities), consideration for individuals with disabilities and their care givers	
ComF 2.1.2	Incorporate, in all plans, procedures, and protocols (including outreach, training and exercises, and volunteer opportunities), consideration for individuals who do not speak English	
ComF 2.1.3	Incorporate in all plans, procedures, and protocols (including outreach, training and exercises, and volunteer opportunities), consideration for individuals with low income and limited resources	
ComF 2.1.4	Incorporate in all plans, procedures and protocols (including outreach, training and exercises, and volunteer opportunities), consideration for age-related issues and concerns	
ComF 2.1.5	Incorporate in all plans, procedures and protocols (including outreach, training and exercises, and volunteer opportunities), consideration for companion and service animals	
ComF 2.3.1	Integrate non-governmental entities, volunteers, and the general public in exercise planning, implementation, and review of all levels (national/international, regional, State, tribal, urban, local) and types of exercises (all hazards, terrorism, bioterrorism, natural disasters)	
ComF 2.2.2	Establish and maintain a database of the jurisdiction's non-governmental assets to include entities that manage trained and skilled volunteers, unaffiliated volunteers, and donated goods	
ComF 2.2.3	Establish necessary stand-by contracts and MOAs and MOUs with appropriate private sector and non-governmental organizations to augment government resources with NIMS-credentialed volunteers and NIMS-typed materials.	
ComF 2.4	Establish and maintain a process to evaluate citizen preparedness and participation and to recognize exemplary citizens in preparedness programs	
ComF 2.4.1	Implement processes to evaluate and periodically reassess citizen related component of	

	Emergency Operations Plans, to include alerts and warnings, public education and emergency public information, evacuations, mass care, and non-governmental resource management	
ComF 2.4.2	Implement a process to evaluate non-governmental participation in exercises at all levels	
ComF 2.5	Support community infrastructure to achieve appropriate levels of preparedness, to include developing community-wide automated alerts and warning systems and training citizens working in critical infrastructure locations	
Preparedness Measures		Metrics
Percent of State and UASI jurisdictions' EOPs that address citizen preparedness and participation, establish volunteer support for ESFs, and plan for use of non-governmental resources		100%
Percent of exercises that engage non-governmental entities, volunteers and the general public		100%
Frequency with which non-governmental entities and citizens (i.e., non-emergency responders) participate in planning, implementing, and reviewing community emergency exercises		Every 24 months
Plans include MOUs specific to non-governmental entities (e.g., personnel and resources)		Yes/No

Performance Tasks and Measures/Metrics

Activity: Provide Education and Training for the Public in All Mission Areas

Definition: Ensure the public is educated and trained in prevention, protection, response, and recovery for all hazards, with specific consideration for high-threat hazards for the area in which they live, work, or attend school and for special needs

Critical Tasks		
ComF 3.1	Plan, conduct, and evaluate public education programs for citizen prevention, protection/mitigation, response and recovery capabilities	
ComF 3.1.2	Provide continuing education and training for the public on: prevention, protection and mitigation measures, community emergency response plans, alerts and warnings (including threat levels), evacuation/in-place protection plans and exercises, participating in government-sponsored emergency exercises, volunteer opportunities and training for year round volunteer role or surge capacity role in response and recovery	
ComF 2.1.1	Incorporate, in all plans, procedures, and protocols (including outreach, training and exercises, and volunteer opportunities), consideration for individuals with disabilities and their care givers	
ComF 2.1.2	Incorporate, in all plans, procedures, and protocols (including outreach, training and exercises, and volunteer opportunities), consideration for individuals who do not speak English	
ComF 2.1.3	Incorporate in all plans, procedures, and protocols (including outreach, training and exercises, and volunteer opportunities), consideration for individuals with low income and limited resources	
ComF 2.1.4	Incorporate in all plans, procedures and protocols (including outreach, training and exercises, and volunteer opportunities), consideration for age-related issues and concerns	
ComF 2.1.5	Incorporate in all plans, procedures and protocols (including outreach, training and exercises, and volunteer opportunities), consideration for companion and service animals	
ComF 3.2.1	Train the public to be aware and to report suspicious items and behavior	

ComF 3.2.2 Provide crime prevention, counter-terrorism and public education program materials in multiple languages		
ComF 3.2.3	ComF 3.2.3 Assist owners of critical infrastructure in increasing security measures and strengthening connection to local law enforcement through Citizen Corps Councils	
ComF 3.2.4	Strengthen Community Oriented Policing philosophy by providing volunteer opportunities to support local law enforcement	
ComF 3.3.1	Establish jurisdictional citizen educational programs on personal protective measures, disaster kits and communications plans	
ComF 3.3.2	Develop and provide community preparedness public education program and materials for at risk	
ComF 3.3.3	Develop and provide community preparedness public education program and English speaking communities and special needs populations	l materials for non-
ComF 3.3.4	Support education and training on automated alerts and warnings and related	responses
ComF 3.1.3	Implement a process to assess citizen preparedness and implement longitudin	nal tracking
Performance	Measures	Metrics
Percent of annual increase in number of citizens educated and trained in UNIVERSAL all-hazards capabilities until 80% of population is educated and trained		5%
Percent of annual increase in number of citizens who are aware of heightened jurisdictional threat levels and aware of jurisdiction alerts and warnings, until 80% of citizens maintain awareness		5%
Percent of annual increase in number of citizens within the jurisdiction who are alert to unusual behavior in others that might indicate potential terrorist activity and understand appropriate reporting procedures, until 80% of citizens maintain knowledge		5%
	l increase in number of privately held critical infrastructure computer owners appropriate virus protections and act on virus alerts, until 80% of owners nutation	5%
include maintain evacuation/shelte	Percent of annual increase in number of households that conduct pre-incident preparation – to include maintaining a communication plan, disasters supplies, and a practicing evacuation/shelter-in-place, and maintaining skills until 80% of households maintain pre-incident preparation	
Percent of annual increase in number of citizens prepared to evacuate or relocate to designated shelter (to include citizens with special needs), until 80% of population is prepared 5%		5%
		5%
Percent of annual increase in number of citizens prepared to shelter-in-place and have emergency supplies on hand as advised by local authorities, until 80% of population prepared to shelter in place		5%
Percent of annual increase in number of citizens trained in basic first aid, until 80% of population maintains skills		5%
Percent of annual increase in number of citizens educated and trained in RISK-BASED capabilities for high-threat incidents in their area, to include natural hazards, technological hazards, and terrorism, until 72% of population (80% of those living in high-threat area) are educated and trained per appropriate hazard		5%

Percent of annual increase in number of citizens who know the appropriate detailed response

5%

for specific high-threat incidents in their area, to include multiple incidents where appropriate, until 72% of population (80% of those living in high-threat area) have specialized awareness	
Percent of annual increase in number of population trained in CBRNE and decontamination procedures, until 46% of population (80% of those living in urban areas) maintain skills	5%
Percent of annual increase in number of population with risk-based life-saving skills, until 72% of population (80% of those living in high-threat area) maintain specialized skills.	5%
Percent of annual increase in number of households, businesses, and schools that have implemented mitigation measures to protect property from specific high-threat, until 72% households, businesses, and schools (80% of those in high-risk areas) have implemented mitigation measures	5%

Activity: Provide Volunteer Opportunities: year round and in surge operations

Definition: Develop and implement education, training, and exercises for ongoing volunteer programs and volunteer surge response and recovery activities

Critical Tasks		
ComF 4.1	Develop and sustain volunteer opportunities for citizens to support local emergency responders and community safety efforts year round, to include necessary training and equipment	
ComF 4.2	Develop NIMS credentialing for volunteer surge capacity job functions to support all ESFs and annexes	
ComF 4.3	Develop and implement training and exercise programs to enable citizens to support emergency response and recovery operations	
ComF 4.4	Implement a process to track numbers of volunteers who participate in ongoing volunteer programs	
ComF 4.5	Implement a process to track numbers of volunteers who participate in surge capacity roles	
ComF 4.6	Implement liability coverage for volunteer activity for appropriate jurisdiction	
Performance Measures Metrico		Motrico

Performance Measures	Metrics
Percent of annual increase in number of trained citizens providing volunteer support to local emergency responder disciplines (law enforcement, fire, emergency medical and public health services), until 10% population volunteers an average of 20 hours per year = 560 million hours/year	2%
Percent of surge capacity of pre-trained and credentialed citizens prepared to augment and supplement official government emergency response with manpower and private sector in-kind resources for ESFs and annexes for any given emergency response function	20%

Activity: Incident Response

Definition: Non-governmental entities, volunteers, and the general public respond according to plan and training

Critical Tasks

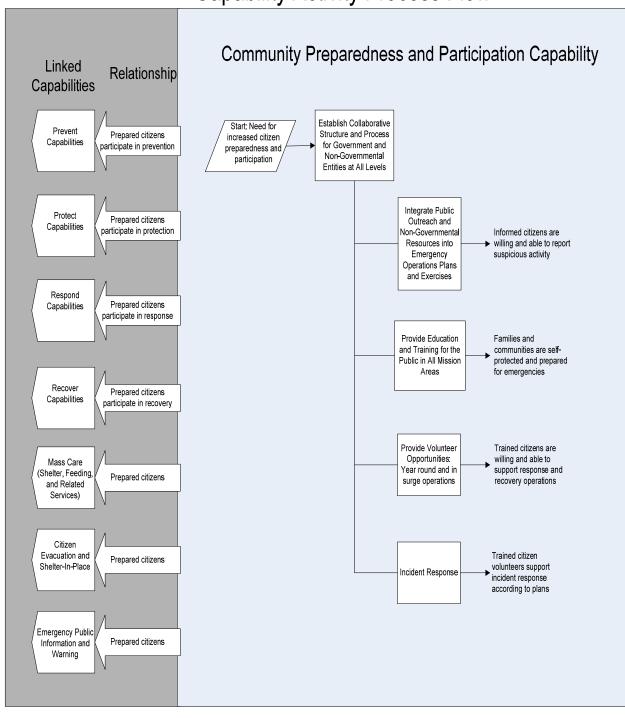
ComF 5.1	Implement public, volunteers, and non-governmental entity roles in emergency operations plans
LCOME 3 L	i implement bublic, volunteers, and non-governmental entity roles in emergency operations plans

Performance Measures	Metrics
Percent of population responding to official instructions and providing self care and by- stander care	100%
Percent of citizens with disabilities or special needs (requiring 24-hour care and/or equipment) who had access to life-sustaining resources during emergency situations	100%
Public communications were provided without electrical dependence and were accessible to all citizens in the jurisdiction, including people with disabilities and non-English speaking populations	Yes/No
Evacuation assistance was provided for those who cannot evacuate on their own	Yes/No
Percent of pre-identified shelters that accommodated companion and service animals and people with disabilities	100%
Volunteers provided surge capacity for ESFs and annexes, including Transportation, Communications, Mass Care, Resources Management, Public Health and Medical Services, Search and Rescue, Public Safety and Security, Long-Term Community Recovery and Mitigation, External Affairs, Volunteers and Donations Management	Yes/No
Non-governmental resources were quickly deployed using stand-by contracts, MOUs and MOAs	Yes/No
Jurisdictions outside of the incident impact area provided volunteer and donations support through pre-established mechanisms.	Yes/No
Jurisdictions outside of the incident impact area provided mass care to evacuees, as needed	Yes/No

Linked Capabilities

Linked Capability	Relationship to Capability
All Prevent Capabilities	Community Preparedness and Participation prepares citizens to participate in prevention
All Protect Capabilities	Community Preparedness and Participation prepares citizens to participate in protection
All Respond Capabilities	Community Preparedness and Participation prepares citizens to participate in response
All Recover Capabilities	Community Preparedness and Participation prepares citizens to participate in recovery
Volunteer Management and Donations	Community Preparedness and Participation prepares citizens to volunteer and to donate
Mass Care (Sheltering, Feeding, and Related Services)	Community Preparedness and Participation prepares citizens to volunteer for mass care services
Citizen Evacuation and Shelter-In- Place	Community Preparedness and Participation educates citizens in how to evacuate or how to shelter-in-place or volunteer to support such efforts
Emergency Public Information and Warning	Community Preparedness and Participation informs citizens how to acquire information from Emergency Public Information and Warning

Capability Activity Process Flow



Resource Element Description

Resource Elements	Components and Description
National Leadership for Community Preparedness and Participation	National leaders from White House, Secretaries of key Federal agencies, State governors, military leadership, and congressional representation—organized to provide a national voice to promote the integration of citizens into the DHS mission.
National Citizen Corps Council	Approximately 70 national emergency responder discipline associations, NGOs, disability advocacy groups, faith-based organizations, private sector associations, and government agencies that promote strategies, plans, and exercise guidance to foster governmental/non-governmental collaboration at the State and local levels for citizen preparedness and participation.
Citizen Corps Councils	Each Citizen Corps Council is composed of representatives of the emergency responder disciplines, civic organizations, NGOs, private sector, faith-based, schools, elected leadership, and other community stakeholders. Local Councils (tribal, county, or city level) oversee local citizen opportunities for education, training/exercises, and volunteer support. Local Councils require adequate supplies and equipment and a minimum of one dedicated staff.
Public Education Specialists	Specialists to educate the public in the four mission areas of preparedness and to promote volunteer opportunities. State level specialists educate and support the public in developing knowledge, skills, and abilities (both universal and risk-based) to support the four mission areas and to promote volunteer opportunities. Local level specialists focus on education and also ensure alerts/warning and crisis communications are adequate. All include resources to develop and reproduce adequate numbers of outreach materials.
National Training Clearing House	Clearing house of citizen training courses, to provide training materials for all States. Includes classroom and online courses/resources.
State Training Team	Train-the-trainer instructors for pre-incident training and post incident just-in-time training.
Citizen Preparedness Team	Teams of individuals based in neighborhoods, workplaces, schools, faith based organizations, military, who prepare themselves with basic necessities—food, water, medicine, power, communications equipment, shelter, and emergency plans; adequate number of members also receive training in first aid and emergency response skills. Identified leader reports status up the organizational/community chain. Includes team equipment, as applicable, and supplies, such as emergency disaster kit for home, work and vehicle—sufficient food, water, medicine, etc.
Volunteer Support: Year Round	Volunteer services coordinated through Citizen Corps Councils to support emergency responders, providing emergency responders with more time for primary professional duties (i.e. provide administrative support, patrolling, public education or as needed by discipline). Example programs include: Volunteers in Police Service, Medical Reserve Corps, Fire Corps, Community Emergency Response Teams, and Citizens Watch programs.
Volunteer Support: Surge	"NIMS -credentialed" volunteers to support ESFs, emergency response and recovery, as needed. Volunteers are identified in advance of incidents and agree to perform pre-defined roles in accord with the certifications they receive. Ad hoc training for surge support is also anticipated. Volunteer roles include transportation, communications, mass care, resources management,

Resource Elements	Components and Description				
	public health and medical services, search and rescue, public safety and security, long-term community recovery and mitigation, external affairs, and affiliated volunteers and unsolicited donations management.				

Planning Assumptions

(Unless otherwise noted, all population data is from 2000 census)

- People with disabilities, the very young and the very old, people with language barriers, and low income populations are adversely affected in all incidents. All resource organizations and activities include consideration and opportunities for participation for people with disabilities, non-English speaking populations, and those with low income
- The medical community is functioning close to peak capacity at time of incident and will need surge capacity from trained volunteers.
- Emergency services will be overwhelmed and will need surge capacity from non-governmental resources.
- With the exception of hurricanes and early signs of biological infection, there will be no warning before incidents occur.
- Steps taken before an incident occurs (such as planning, training, exercises, and equipment) have a significant impact on reducing loss of life and property.
- Professional responders and volunteers may get ill or fail to participate as expected due to fear of getting sick, or perceived greater need to care for their own families.
- Alerts/warnings and emergency public information will need to be provided in multiple languages, multiple formats, and through multiple venues.
- The 2000 census estimated 280 million people and 109 million households in the U.S. (actual population now estimated at over 298 million.)
- 85% of the U.S. population is over 9 years of age and under 85 years of age.
- 90% of the total U.S. population lives in an area with high-risk for at least one major hazard/threat. Assuming that 80% of this should be trained, the target population is 72% of the total population (80% of the 90% at-risk base).
- 58% of the total U.S. population lives in metropolitan areas with 1 million or more residents.
- Civic organizations, places of worship, youth organizations, business associations, NGOs and other
 groups are willing to embrace hometown security and provide information and opportunities to get
 involved to their members.
- 25% of U.S. population aged 3 and older attended school in spring of 2002 (nursery school through grad school).
- 64% of the U.S. population aged 16 and over is in the labor force.
- 84% of the U.S. population self-identifies with a religious belief and 43% of this group report attending worship services "weekly or more," representing over 100 million people attending worship services weekly or more (35% of the total U.S. population).
- 20% of the U.S. population self reports some type of long lasting condition or disability.
- 4.5% of the U.S. population is 75 years of age or older, over 12 million people.
- 12% of U.S. population reported 1999 family incomes below poverty threshold.
- 42% of households have at least one personal computer in the home.

- There are 800,000 sworn law enforcement officers in the U.S. or 1 officer for every 350 people.
- There are 1.1 million firefighters in the U.S. (73% are volunteer) or 1 firefighter for every 255 people.
- There are 860,000 personnel at all levels of pre-hospital service: basic EMT, intermediate EMT, and paramedics or 1 for every 325 people.
- There are approximately 2.76 million "emergency responders (law, fire, EMT/paramedic" in the U.S., less than one percent of the total U.S. population. Thus 20% surge capacity represents 560,000 trained volunteers.
- Liability concerns do not preclude volunteers from participating.
- Emergency Management Assistance Compact (EMAC) agreements encompass NIMS-credentialed volunteers and NIMS-typed resources from non-governmental organizations and entities.

Planning Factors from an In-Depth Analysis of a Scenario with Significant Demand for the Capability

Resource Organization	Estimated Capacity	Scenario Requirement Values	Quantity of Resources Needed
National Leadership for Community Preparedness and Participation	Level of leadership necessary to achieve awareness of and content for universal/risk-based capabilities disseminated to entire nation		As required to achieve national target capabilities
National Citizen Corps Council	One council can address all hazards and scenarios		One National Council
Citizen Corps Councils	Tribal, county, and local Councils serve 99% of the U.S. population;		56 State Councils; estimated ~2500 Councils nationwide
Public Education Specialists	At a minimum, each State needs 3 education specialists to educate 80% of the population		20 specialists at the national level 300 specialists at the State level across the nation. Number of specialists by State is weighted by State population. These numbers would surge to address crisis communications during an incident
National Training Clearinghouse	One clearinghouse serves all States		One National Clearinghouse
State Training Team	Each state needs 5 to 20 instructors		Approximately 850 trained instructors; number of instructors per State is based on State

Resource Organization	Estimated Capacity	Scenario Requirement Values	Quantity of Resources Needed
			population Online courses will also be available (see National Clearinghouse)
Citizen Preparedness Team	Each person in the high- threat areas participates on 2 teams (i.e. neighborhood and work/school/faith-based)		80% of 98 million households organized into citizen preparedness teams 80% of labor force and student populations organized into teams
Support — Year Round		Year round volunteers are not scenario-driven, but can take care of responder duties (i.e. the non-emergency portion—administrative activities, office duties, research, etc.)	10% of U.S. population (28 million people) volunteer an average of 20 hours per 12 months; ~5600 million hours per 12 months
Support — Surge Volunteers (to be "NIMS-credentialed")		Up to 20% surge of current capacity Actual surge requirement to be identified by other capabilities	20% of uniformed emergency responders (2.8 million) represent 560,000 trained volunteers

Target Capability Preparedness Level

Resource Element Unit	Type of Element	Number of Units	Unit Measure (number per x)	Lead	Capability Activity supported by Element
National Leadership for Community Preparedness and Participation	Federal Resource Organization	1	Nationally	Federal	Establish Collaborative Structure and Process for Government and Nongovernmental Entities at All Levels Integrate Public Outreach and Nongovernmental Resources into Emergency

Resource Element Unit	Type of Element	Number of Units	Unit Measure (number per x)	Lead	Capability Activity supported by Element
					Operations Plans and Exercises
					Provide Education and Training for the Public in All Mission Areas
					Provide Volunteer Opportunities: year round and in surge operations
					Incident Response
National Citizen Corps Council	Federal Resource Organization	1	Nationally	Federal	All Activities
Citizen Corps Councils	Non-NIMS Resource Organization	1	Per State	State	Integrate Public Outreach and Nongovernmental Resources into Emergency Operations Plans and Exercises
					Provide Education and Training for the Public in All Mission Areas
					Provide Volunteer Opportunities: year round and in surge operations
					Incident Response
Citizen Corps Councils	Non-NIMS Resource Organization	1	Per local jurisdiction	Local	Integrate Public Outreach and Nongovernmental Resources into Emergency Operations Plans and Exercises
					Provide Education and Training for the Public in All Mission Areas
					Provide Volunteer Opportunities: year round and in surge

Resource Element Unit	Type of Element	Number of Units	Unit Measure (number per x)	Lead	Capability Activity supported by Element
					operations
					Incident Response
Public Education Specialists	Personnel	20	Nationally	Federal/State/ Local	Integrate Public Outreach and Nongovernmental Resources into Emergency Operations Plans and Exercises Provide Education and Training for the Public in All Mission Areas Incident Response
Public Education Specialists	Personnel	3 – 20	per State; numbers based on State population, up to 20	State	Integrate Public Outreach and Nongovernmental Resources into Emergency Operations Plans and Exercises Provide Education and Training for the Public in All Mission Areas Incident Response
Public Education Specialists	Personnel	1 – 10	per local jurisdiction; numbers based on population, up to 10	Local	Integrate Public Outreach and Nongovernmental Resources into Emergency Operations Plans and Exercises Provide Education and Training for the Public in All Mission Areas Incident Response
National Training Clearinghouse	Resource Organization	1	Nationally	Federal	All Activities

Resource Element Unit	Type of Element	Number of Units	Unit Measure (number per x)	Lead	Capability Activity supported by Element
State Training Team	Personnel	5 – 20	Per State; numbers based on State population	State	Provide Education and Training for the Public in All Mission Areas
					Provide Volunteer Opportunities: year round and in surge operations
Citizen Preparedness Team	Non-NIMS Resource Organization	1	Per neighborhood, school, workplace, etc.	Local	Provide Education and Training for the Public in All Mission Areas
Volunteer Support: Year Round	Non-NIMS Resource	70 million	Nationally (1 person volunteering an average of 12 hours per year ~840 million volunteer hours per year)	Local	Provide Volunteer Opportunities: year round
Volunteer Surge Support: Surge	Non-NIMS Resource	560,000	Nationally	Local	Provide Volunteer Opportunities: surge
					Incident Response

References

- 1. Homeland Security Presidential Directive/HSPD-8: National Preparedness. December 2003. http://www.whitehouse.gov/news/releases/2003/12/20031217-6.html.
- 2. National Response Plan. U.S. Department of Homeland Security. December 2004
- 3. National Incident Management System. U.S. Department of Homeland Security. March 2004. http://www.dhs.gov/interweb/assetlibrary/NIMS-90-web.pdf.
- 4. Emergency Management Accreditation Program (EMAP) Standards. September 2003. http://www.emaponline.org/index.cfm.
- 5. Emergency Management Assistance Compact (EMAC).
- 6. Homeland Security Exercise and Evaluation Program (HSEEP).
- 7. Citizen Corps mission, resources and materials: citizen preparedness, training and volunteer program resources: Ready, Red Cross, FEMA public education materials; Citizen Corps Guide for Local Officials, CERT, Volunteers in Police Service, Medical Reserve Corps, Fire Corps, Neighborhood Watch program materials; and citizen preparedness research. http://www.citizencorps.gov